DOI: https://doi.org/10.52756/ijerr.2025.v48.005 *Int. J. Exp. Res. Rev.*, Vol. 48: 42-50 (2025)

Original Article | *Peer Reviewed* | *Open Access*

International Journal of Experimental Research and Review (IJERR)
© Copyright by International Academic Publishing House (IAPH)
ISSN: 2455-4855 (Online)
www.iaph.in

Implementation of Enterprise Resource Planning (ERP) System in Manufacturing Companies: Effect on User Satisfaction and Organizational Performance

Polavarapu Venkata Krishna Kishore[1], Sudha Vemaraju[1], Nagaraju Ellaturu[2]* and T. Lavanya Kumari[3]

[1]GITAM Hyderabad Business School, GITAM (deemed to be) University, Hyderabad Campus, Rudraram, Hyderabad, Telangana, India; [2]School of Management, CMR University, Bangalore, Karnataka, India; [3]EdTech Division, Exafluence INC, Exafluence Education Campus Centre, SV University, Tirupati, Andhra Pradesh, India

E-mail/Orcid Id:

PVKK, kishorepvk@gmail.com; *SV,* diwan.sudha@gmail.com, https://orcid.org/0000-0001-8295-1173; *NE,* rajen1910@gmail.com, https://orcid.org/0000-0002-6380-0887; *TLK,* lavanyakumari.t@gmail.com, https://orcid.org/0009-0007-3560-9894

Article History:

Received: 16th Jun., 2025
Accepted: 06th Aug., 2025
Published: 30th Aug., 2025

Keywords:
Enterprise Resource Planning, User satisfaction, Organizational Performance, SEM, CFA

How to cite this Article:
Polavarapu Venkata Krishna Kishore, Sudha Vemaraju, Nagaraju Ellaturu and T. Lavanya Kumari (2025). Implementation of Enterprise Resource Planning (ERP) System in Manufacturing Companies: Effect on User Satisfaction and Organizational Performance. *International Journal of Experimental Research and Review*, *48*, 42-50.
DOI: https://doi.org/10.52756/ijerr.2025.v48.005

Abstract: This study looks into the mediation aspect of user satisfaction in relation to the linkage between the adoption of Enterprise Resource Planning (ERP) and the performance of any organization in the manufacturing industry of Telangana, India. Even though more and more people are using ERP systems in developing countries, the way they achieve quantifiable outcomes remains invisible, particularly when human beings are involved. In order to study this dynamic, structured survey method was performed on 406 ERP users working in different industrial businesses. Structural Equation Modeling (SEM) was used in the study adopting SPSS and AMOS in analyzing both direct and mediated correlations. The findings indicate that user happiness is tremendously enhanced by ERP systems. Some of the aspects that make the users feel good about the system are usability, integration and system stability. However, just the implementation of ERP did not make a significant impact on the performance of the organization. The influence was very strong when it was strained through user satisfaction meaning that technology driven improvements only have a significant effect when employees perceive value and utility of the system. The present study contributes to the understanding by demonstrating experimentally the mediating role of satisfaction between the ERP and performance relationship in Indian manufacturing, one of the industries with rapid, but complex digitalization. The report cautions that investing in ERP infrastructure might not be as effective as it would otherwise be when coupled with user-friendly methods that foster involvement, trust and sustained application. This study provides both theoretical and practical information as it emphasizes the necessity of combining training, support, and continuous improvement with ERP implementation. It concludes that organizational performance can be improved not only through the contribution of technological capabilities but also through satisfaction-related usage that transforms ERP systems into sources of competitiveness and long-term success.

Introduction

Today, information systems are ubiquitous in practically every element of human existence, particularly in firms that spend heavily on complex modern information systems (Gable et al., 2008; Vodanovich et al., 2010; Shakir et al., 2024). In recent decades, overall investment in information systems has approached a thousand billion dollars per year (Seddon, 1997). As a result, the success and quality of developed systems are critical for both research and practice (Iivari, 2005).

Organizations are increasingly relying on investment in information systems to increase performance (Ifinedo et al., 2010; Stone et al., 2007). Modern businesses have identified and recognized information systems as having enormous potential for improving performance (Al-Mashari & Al-Mudimigh, 2003), particularly considering

*Corresponding Author: Nagaraju Ellaturu, rajen1910@gmail.com

This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

new requirements coming from permanent environmental changes (Vandana et al., 2024).

Organizations utilize Enterprise Resource Planning (ERP) to adapt to a changing environment and overcome the shortcomings of existing systems (Park et al., 2007; Poon and Yu, 2010; Andrianto, 2019; AlMuhayfith and Shaiti, 2020; Sudarmo et al., 2024). Many firms have embraced ERP systems, these systems represent the greatest important advancement in terms of cost and utilization of a company's information systems (Wang et al., 2008).

Organizations invest large sums of money and countless hours in the implementation of ERP systems to improve performance by facilitating organizational activities and supporting various organizational objectives to achieve maximum effectiveness and efficiency (Tarigan et al., 2020; Chopra et al., 2021; Balić et al., 2022). Unlike other systems, ERP systems assist firms in addressing the problem of information fragmentation (Klaus et al., 2003; Sudarmo et al., 2024) However, there is still controversy about how ERP contributes to performance. Many information systems, including ERP, failed due to a lack of reaction to user needs, making it impossible to deliver the intended benefits (Sun et al., 2009). As a result, in the last decade, ERP systems have begun to draw researchers' attention. However, little emphasis has been given to their impact on organizational performance (Hong and Kim, 2002; Umble et al., 2003; Zhang et al., 2005; Cosmos Xulu and Suknunan, 2020).

Thus, this study was founded on the idea that only users can evaluate the benefits of ERP and determine whether they achieve the predicted benefits. Furthermore, a lack of user attention could explain why so many ERP deployments fail to meet expectations. As a result, studying the ERP system's impact on user performance is critical for assessing its value.

ERP systems in enterprises and how they improve effectiveness and efficiency. Given these facts, and because organizations are investing significant resources in the transition to ERP systems, this study attempts to explain the causes and factors that lead to improved user performance following the use of ERP systems (Kositanurit, 2006). The factors responsible for failure, and the reasons for the problems associated with ERP implementation (Hong and Kim, 2002; Zhang et al., 2005; Wang et al., 2008). However, the factors employed to describe the impacts at the individual level and their features remain unclear. Thus, studying how users perceive performance in ERP system contexts helps to elucidate the complex interaction between ERP systems and users, especially given the notion that users are the first to use information systems in enterprises. So, the primary goal of this study is to assess the impact of ERP systems on the performance perceived by users in manufacturing businesses.

Theoretical and Conceptual Background

Numerous models have been devised to evaluate the ERP system and the success of technology (Seddon, 1997; DeLone and McLean, 2003; Gable et al., 2008; Ifinedo et al., 2010; Davis, 1989b; Shang Seddon, 2002; Sedera and Gable, 2010). Several studies on ERP installation in various firms have empirically supported these models. The results show that many case studies are studied by applying the model successfully using a structural equation modeling approach (Dörr et al., 2013)

Enterprise Resource Planning Systems and Organizational Performance

Numerous studies have argued that enterprise resource planning systems (ERPs) can improve business performance. Scientists have revealed that ERP system implementation determinants like management support, ERP usage, and training significantly impact company business performance (AlMuhayfith and Shaiti, 2020). This means that ERP usage enhances company performance largely. According to Nour, (2023), Enterprise Resource Planning (ERP) implementation directly enhances organizational performance by integrating diverse business processes into a unified system. This integration reduces redundancy, improves information accuracy, and facilitates real-time decision-making, which collectively strengthen operational efficiency and productivity. While Al-Kahtani et al., (2024) opined that ERP systems allow organizations to optimize resource allocation, reduce transaction costs, and enhance customer responsiveness. These direct benefits translate into measurable financial and non-financial outcomes, including higher profitability, improved service delivery, and sustainable growth.

Enterprise Resource Planning Systems and User Satisfaction

The literature contains various studies that explain the relationship between ERP system implementation and end-user satisfaction. Costa et al. (2016) stated that Enterprise Resource Planning (ERP) systems are at the core of every firm. Making people use this costly and time-consuming investment is one of the most critical issues to deal with. Top management support, training, and system quality are the significant determinants of the open door to user satisfaction. The ERP system quality has a considerable influence on the overall user satisfaction. While, Yassien et al. (2017) added content, accuracy, ease of use, format, and timeliness to the ERP implementation

DOI: https://doi.org/10.52756/ijerr.2025.v48.005

system as determinants. The study found that this five dimensions significantly improved users' satisfaction. According to Jo et al., (2023), ERP systems that provide reliable information, intuitive interfaces, and seamless integration across business functions significantly enhance user satisfaction. High-quality ERP functionalities reduce workload complexity, improve task efficiency, and foster user confidence, thereby encouraging system acceptance and consistent usage (Nour, 2023). Conversely, poorly designed or inadequately supported ERP implementations can lead to frustration and resistance. Thus, user satisfaction acts as a critical measure of ERP success, directly influencing overall organizational outcomes (Al-Kahtani et al., 2024).

Mediation of user satisfaction between Enterprise Resource Planning Systems and Organizational Performance

User satisfaction is an important variable that determines companies' business performance. A good number of studies have highlighted the mediating role of user satisfaction in the relationship between ERP system implementation and business performance. Ismail et al. (2017) studied the role of user satisfaction as a mediator in prediction of organizational performance. They found that the highest contribution towards user satisfaction was derived from the ERP implementation system and then user satisfaction is embedded as a mediator in the relationship of ERP system quality towards net benefits of the organization. While ERP systems are designed to integrate processes and enhance efficiency, their benefits are realized only when users perceive the system as useful, reliable, and easy to use (Jo et al., 2023). Satisfied users are more likely to adopt ERP functionalities effectively, thereby improving productivity, decision-making, and service quality (Nour, 2023). Consequently, user satisfaction bridges the gap between ERP adoption and organizational performance, ensuring that technological investments translate into tangible business outcomes (Al-Kahtani et al., 2024). Hence, the research model is proposed with all the interconnections.

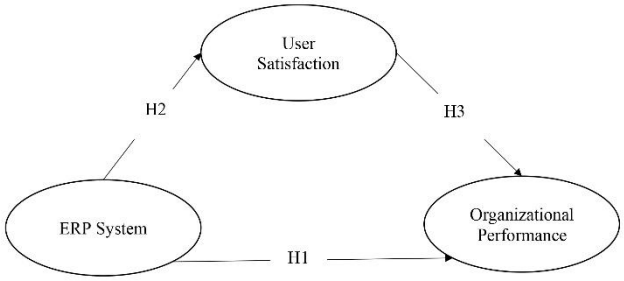

Figure 1. Hypothesized Conceptual Model of the study.

H1: Enterprise Resource Planning system positively influences Organizational Performance

H2: Enterprise Resource Planning system positively influences user satisfaction

H3: User satisfaction positively influences Organizational Performance

H4: User satisfaction mediates the relationship between the Enterprise Resource Planning system and Organizational Performance

Materials and Methods

Methods

The study adopted a mixed approach for assessing the impact of ERP systems on Organizational Performance, with user satisfaction as a mediator. The researcher implemented a Convenience sampling technique for collecting the sample data.

Participants

A total of 450 end-user respondents were approached, and 406 responses were identified as suitable to execute the analysis.

Instruments

The questionnaire was designed on a 5-point Likert scale ranging from strongly disagree to agree strongly. Suitable scales were adopted from established sources.

ERP system Questionnaire: A 25-item scale developed by Bhatti (2005) and it was adopted for the study to measure ERP implementation in the selected companies.

User satisfaction scale: An eight-item scale established by Somers et al. (2003). It was adapted and slightly adjusted to suit the present study's requirements.

Organizational Performance scale: An eight-item scale developed (Blouch and Azeem, 2019) and it was adopted to assess the Organizational Performance.

Results

The data analysis was carried out using different statistical tools and techniques. Reliability for assessing the internal consistency, validity for assessing the predictability of the measure, and Structural equation modeling for assessing the direct and indirect effects with model fit values were applied using SPSS and AMOS.

Model Fit, Reliability and Validity Measures

A model was developed by constructing the study variables such as ERP implementation dimensions, user satisfaction, and Organizational Performance. This model is then verified with fitness, reliability, and validity. The model fit was adjudged with the help of various important fit indices like Goodness of Fit Index (GFI), Comparative Fit Index (CFI), Root Mean Square Error Approximation (RMSEA), and chi-square/df ratio.

DOI: https://doi.org/10.52756/ijerr.2025.v48.005

Table 2. Model Fit measures for the proposed Structural Model.

Measure	χ2	Df	χ2/df	GFI	CFI	RMSEA
Estimate	427.860	74	5.68	0.958	0.976	0.045
Threshold			1-8	>0.90	>0.95	<0.08

The results of the model fit measures show that the GFI value of 0.958 and RMSEA value of 0.045 meet the requirements of >0.9 and <0.045, respectively, indicating that the sample is an approximation of the total population. The resulting CFI value of 0.976 was also found to be greater than 0.95, indicating that the model is a better fit and the chi-square/df value of 5.69 reflects the model acceptance (Hair Jr. et al., 2014; Hu and Bentler, 1999).

Convergent and discriminant validity

Construct reliability, also known as composite reliability, is a measure of a scale's internal consistency (Netemeyer et al., 2003). The construct dependability values for all constructs, including enterprise resource planning system, user satisfaction, and organizational performance, exceed the standard criterion of >0.70. It denotes that the measuring model is reliable.

Table 3. Convergent and discriminant validity of the construct's implementation of ERP, user satisfaction and organizational performance.

Variables	Construct Reliability	Average Variance Extracted	Maximum Shared Variance	ERP_S	U_S	O_P
ERP_S	0.919	0.739	0.224	0.860		
U_S	0.887	0.610	0.505	0.474	0.781	
O_P	0.877	0.589	0.505	0.066	0.711	0.768

Standardized factor loadings and average variance extracted (AVE) were used to assess convergent validity. The resulting standard estimates of all measurement model elements and construct AVE values vary from 0.58 to 0.73 and 0.50 to 0.70, respectively, both meeting the minimum requirement of 0.50. It suggests that measured variables of concern construct have a significant proportion of variance in common (Byrne and van de Vijver, 2010; Hair Jr. et al., 2014).

Discriminant validity was assessed by comparing maximum shared variance (MSV) with AVE or square root of AVE with inter-construct correlations. The MSV values for all constructs were found to be bigger than the AVE values of the relevant constructs, and the square root of the AVE values of all constructs was greater than inter-construct correlations. This suggests that the constructs were dissimilar in the model (Byrne and van de Vijver, 2010; Hair Jr. et al., 2010; Hair Jr. et al., 2014).

Structural Equation Modeling Results

The structural model explains the relationships between constructs. The model explains the correlations that exist between observed variables such as the Enterprise Resource Planning system and latent variables such as user satisfaction and organizational performance. Enterprise Resource Planning systems are considered an exogenous variable, organizational performance as an endogenous variable, and user satisfaction as a mediating variable.

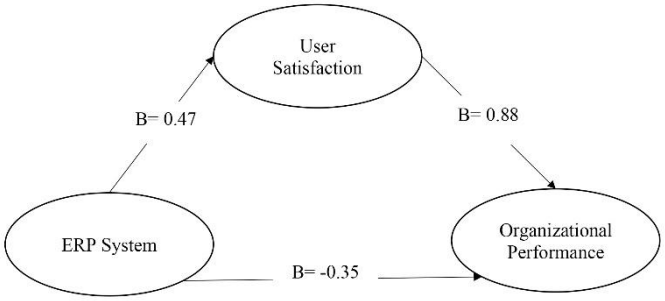

Figure 2. Validated Structural Model of the Study.

The direct effects are the paths that connect the independent and dependent variables in the absence of an intervention variable. Table 4 shows the direct impacts and hypotheses outcomes for the structural model.

Table 4. Direct effects of ERP implementation on user satisfaction and organizational performance.

Path	Estimate	SE	CR	P-Value	Result
ERP --> O_P	-.351	.051	-6.266	***	Supported
ERP --> U_S	.470	.043	8.662	***	supported
U_S --> O_P	.880	.079	12.861	***	Supported

The standardized coefficient value -0.351 for the paths from the Enterprise Resource Planning system to Organizational Performance (p-value 0.000) denotes that the Enterprise Resource Planning system had a direct negative effect on Organizational Performance. Hence, H1 is not supported. While the standard coefficient value of 0.470 for the path ERP --> U_S was found significant (p-value 0.000), indicating that an Enterprise Resource Planning System has a significant positive effect on the satisfaction of end users. Hence, hypothesis H2 is supported. The path weight value from user satisfaction to Organizational Performance (0.880) was significant (0.000) and so, hypothesis H3 was supported.

DOI: https://doi.org/10.52756/ijerr.2025.v48.005

Mediation of User Satisfaction

The mediation effect is the link between exogenous and endogenous variables. User satisfaction (US) is thought to operate as a mediator in the relationship between the Enterprise Resource Planning system and organizational performance.

Table 5. Indirect effects of ERP implementation on organizational performance through user satisfaction.

Indirect Path	Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate
ERP -> U_S -> O_P	0.376	0.268	0.511	0.000	0.415

The unstandardized coefficient values for the indirect path from the Enterprise Resource Planning system to Organizational Performance through user satisfaction (0.376) are significant (0.000) and hence, hypothesis H4 was also supported.

Discussion

The present study was initiated to assess the impact of ERP implementation on organizational performance through user satisfaction. Structural equation modeling was applied for this purpose and executed with software such as Amos. The results offer critical insights into the dynamics of ERP implementation. The negative direct effect of ERP on organizational performance aligns with prior research suggesting that organizations often experience initial productivity losses due to system complexity, high switching costs, and learning curve challenges (Byrne & Van de Vijver, 2010). The negative direct effect on organizational performance suggests that ERP systems may initially impose a performance burden due to resource reallocation, process disruptions, and learning curve effects (Grabski et al., 2011). This transitional challenge is well-documented in ERP literature, where early phases often yield implementation costs rather than efficiency gains (Bradley, 2008). More recently, Alam et al. (2024) emphasized that ERP-related technostress can exacerbate these short-term inefficiencies, underscoring the importance of managing technology-induced stress during adoption to avoid undermining employee productivity.

At the same time, the results show a positive relationship between ERP and user satisfaction, aligning with Ifinedo (2007), who reported that ERP improves user efficiency and system quality perceptions. This relationship is also strongly supported by recent findings. Qutaishat et al. (2023) confirmed that ERP implementation, when complemented with effective project management and supportive organizational culture, significantly enhances user satisfaction, which in turn contributes to organizational performance. Similarly, Sudarmo et al. (2024) demonstrated that user training and management support are critical determinants of ERP user satisfaction, suggesting that organizations can overcome initial performance setbacks by strengthening human-centric factors. These findings reinforce the centrality of user engagement in shaping ERP outcomes.

More importantly, user satisfaction was found to significantly enhance organizational performance, which is consistent with the findings of Amoako-Gyampah and Salam (2004) and Gable et al. (2008), who stressed that end-user engagement and satisfaction are crucial determinants of ERP-driven success. Qutaishat et al. (2023) empirically validate this link, showing that user satisfaction directly translates into improved organizational performance metrics. The mediation analysis in the present study further underscores that the true value of ERP is realized indirectly through user satisfaction. This resonates with the DeLone and McLean (2003) IS success model, where user satisfaction plays a central role in translating system quality into organizational benefits. Similarly, a recent study in *Scientific Reports* (2023) concluded that system, information, and service quality significantly shape user satisfaction, which then drives ERP success, thereby reinforcing the mediating role of satisfaction in achieving performance outcomes.

While ERP systems may initially disrupt workflows, their long-term impact is positive when organizations prioritize user training, support, and change management (Sedera & Gable, 2010). These findings emphasize the pivotal role of user-centric strategies in ERP implementation. Organizations must focus not only on technical deployment but also on training, change management, and user engagement to maximize system benefits. The evidence supports the notion that ERP is not a "plug-and-play" solution but a process of organizational transformation, where long-term performance gains are contingent upon fostering user satisfaction and system adoption. Moreover, as Alam et al. (2024) highlight, addressing ERP-induced technostress is equally vital to ensuring that employees remain motivated and productive during the transition period.

Limitations and Future Research

Despite the valuable insights offered, this study has several limitations that must be acknowledged. First, the

DOI: https://doi.org/10.52756/ijerr.2025.v48.005

scope of the research did not incorporate certain unmeasured variables that are known to influence ERP success, such as organizational culture, leadership style, and change management practices. These contextual factors could moderate or mediate the relationships observed in the present model and thus represent an important gap in the current analysis.

Second, the findings are confined to the specific dimensions examined—system quality, information quality, service quality, user satisfaction, and net benefits—while other potentially relevant constructs, such as organizational learning, digital maturity, or interdepartmental collaboration, were not included. This delimitation may limit the comprehensiveness of the conclusions.

Third, the cross-sectional design of the study captures ERP system impact at a single point in time, which restricts the ability to observe dynamic changes and long-term performance outcomes. As ERP benefits often materialize gradually, the short-term measurement may underestimate the full impact of system implementation.

Future research could address these limitations in several ways. Scholars are encouraged to integrate unmeasured organizational variables—such as culture, leadership style, and governance structures—into ERP success models, as these factors may provide a more holistic understanding of adoption and impact. Additionally, longitudinal studies would be valuable in capturing the evolving effects of ERP systems over extended periods, thereby offering deeper insights into sustainability of benefits. Furthermore, extending the analysis across diverse manufacturing sub-sectors or service industries could enhance the generalizability of findings and uncover sector-specific drivers of ERP success. Comparative cross-industry studies, in particular, would provide evidence on whether the relationships established in this study hold consistently or vary across organizational contexts.

Conclusion

This study examined the effects of ERP implementation on user satisfaction and organizational performance. Findings reveal that ERP positively influences user satisfaction, which in turn strongly enhances organizational performance, while the direct effect of ERP on performance is initially negative, reflecting transitional challenges. User satisfaction was identified as a key mediating variable, highlighting its role in realizing ERP benefits. The results emphasize the importance of training, support, and change management for successful implementation. Despite limitations such as cross-sectional design and unmeasured factors like culture and leadership, the study provides actionable insights into ERP as an organizational transformation tool.

Conflict of Interest

None

References

Alam, F., Khanzada, S. K., Khan, S., Nagi, S., & Kamal, M. B. (2024). Investigating the relationship between ERP-related technostress and employee performance. *Pakistan Business Review, 26*(2), 1–18. https://pbr.iobm.edu.pk/wp-content/uploads/2024/12/Article-3.pdf

Al-Kahtani, N. S., Alam, M., & Albusultan, A. (2024). Enterprise resource planning and organizational competitiveness: Evidence from Saudi manufacturing firms. *Journal of Enterprise Information Management, 37*(2), 456–472. https://doi.org/10.1108/JEIM-03-2023-0123

Al-Mashari, M., & Al-Mudimigh, A. (2003). ERP implementation: lessons from a case study. *Information Technology & People, 16*(1), 21–33.

AlMuhayfith, S., & Shaiti, H. (2020). The Impact of Enterprise Resource Planning on Business Performance: With the Discussion on Its Relationship with Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, *6*(3), 87. https://doi.org/10.3390/joitmc6030087

AlMuhayfith, S., & Shaiti, H. (2020). The Impact of Enterprise Resource Planning on Business Performance: With the Discussion on Its Relationship with Open Innovation. *Journal of Open Innovation: Technology, Market and Complexity, 6*(3), 87. https://doi.org/10.3390/joitmc6030087

Amoako-Gyampah, K., & Salam, A. F. (2004). An extension of the technology acceptance model in an ERP implementation environment. *Information & Management, 41*(6), 731–745. https://doi.org/10.1016/j.im.2003.08.010

Andrianto, A. (2019). Impact of Enterprise Resource Planning (ERP) implementation on user performance: studies at University of Jember. *Journal of Physics: Conference Series, 1211*, 012040. https://doi.org/10.1088/1742-6596/1211/1/012040

Balić, A., Turulja, L., Kuloglija, E., & Pejić-Bach, M. (2022). ERP Quality and the Organizational Performance: Technical Characteristics vs.

Information and Service. *Information, 13*(10), 474. https://doi.org/10.3390/info13100474

Bhatti, T. R. (2005). Critical success factors for the implementation of enterprise resource planning (erp): empirical validation. *The Second International Conference on Innovation in Information Technology* (IIT'05), pp.1-10.

Blouch, R., & Azeem, M. F. (2019). Effects of perceived diversity on perceived organizational performance: Mediating role of perceived organizational justice. *Employee Relations, 41*(5), 1079–1097. https://doi.org/10.1108/ER-05-2018-0150

Bradley, J. (2008). Management based critical success factors in the implementation of enterprise resource planning systems. *International Journal of Accounting Information Systems, 9*(4), 175–200. https://doi.org/10.1016/j.accinf.2008.09.002

Byrne, B. M., & van de Vijver, F. J. R. (2010). Testing for measurement and structural equivalence in large-scale cross-cultural studies: Addressing the issue of non-equivalence. *International Journal of Testing, 10*(2), 107–132. https://doi.org/10.1080/15305051003637306

Chopra, R., Sawant, L., Kodi, D., & Terkar, R. (2021). Utilization of ERP systems in manufacturing industry for productivity improvement. *Materials Today: Proceedings*, *62*, 1238-1245. https://doi.org/10.1016/j.matpr.2022.04.529

Cosmos Xulu, V., & Suknunan, S. (2020). Enterprise Resource Planning (ERP) systems success: impact of employees' perceptions and satisfaction on expected benefits in a manufacturing setting. *Problems and Perspectives in Management, 18*(2), 466–475. https://doi.org/10.21511/ppm.18(2).2020.38

Costa, C. J., Ferreira, E., Bento, F., & Aparicio, M. (2016). Enterprise resource planning adoption and satisfaction determinants. *Computers in Human Behavior, 63*, 659–671. https://doi.org/10.1016/j.chb.2016.05.090

DeLone, W. H., & McLean, E. R. (2003). The DeLone and McLean model of information systems success: A ten-year update. *Journal of Management Information Systems, 19*(4), 9–30. https://doi.org/10.1080/07421222.2003.11045748

Dörr, S., Walther, S., & Eymann, T. (2013). Information systems success – A quantitative literature review and comparison. In *Proceedings of Wirtschaftsinformatik 2013* (Paper No. 113). AIS Electronic Library (AISeL). https://aisel.aisnet.org/wi2013/113

Gable, G. G., Sedera, D., & Chan, T. (2008). Re-conceptualizing information system success: The IS-impact measurement model. Journal of the Association for Information Systems, 9(7), 377–408. https://doi.org/10.17705/1jais.00164

Grabski, S. V., Leech, S. A., & Schmidt, P. J. (2011). A review of ERP research: A future agenda for accounting information systems. *Journal of Information Systems, 25*(1), 37–78. https://doi.org/10.2308/isys.2011.25.1.37

Hair Jr., J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate Data Analysis. 7th Edition, Pearson. pp. 1-761.

Hair Jr., J. F., Gabriel, M. L. D. da S., & Patel, V. K. (2014). Modelagem de Equações Estruturais Baseada em Covariância (CB-SEM) com o AMOS: Orientações sobre a sua aplicação como uma Ferramenta de Pesquisa de Marketing. *Revista Brasileira de Marketing, 13*(2), 44–55. https://doi.org/10.5585/remark.v13i2.2718

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (7th ed.). Pearson Education Limited.

Hong, K., & Kim, Y. (2002). The critical success factors for ERP implementation : an organizational fit perspective. *Infor. & Manag., 40*, 25-40. https://doi.org/10.1108/09593840310463005

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal, 6*(1), 1–55. https://doi.org/10.1080/10705519909540118

Ifinedo, P. (2007). An empirical study of ERP success evaluations by business and IT managers. *Information Resources Management Journal, 20*(4), 24–46. https://doi.org/10.4018/irmj.2007100102

Ifinedo, P., Rapp, B., Ifinedo, A., & Sundberg, K. (2010). Relationships among ERP post-implementation success constructs: An analysis at the organizational level. *Computers in Human Behavior, 26*(5), 1136–1148. https://doi.org/10.1016/j.chb.2010.03.020

Iivari, J. (2005). An empirical test of the DeLone-McLean model of information system success. ACM SIGMIS Database: *The DATABASE for Advances in Information Systems, 36*(2), 8–27. https://doi.org/10.1145/1066149.1066152

Ismail, A., Farik Mat Yatin, S., Abdul Kadir, R., Mizan Taib, K., & Munira Yasin, S. (2017). User Satisfaction Role in Mediating Enterprise Resource Planning (ERP) System Effectiveness. *Journal of Informatics and Mathematical Sciences, 9*(4), 1183–1189.

Jo, H., Park, J., & Kim, S. (2023). ERP implementation success and organizational performance: The mediating role of user satisfaction. *Information Systems Frontiers, 25*(3), 789–805. https://doi.org/10.1007/s10796-022-10345-9

Klaus, T., Gyires, T., & Joseph Wen, H. (2003). The use of Web-based information systems for non-work activities: An empirical study. *Human Systems Management, 22*(3), 105–114. https://doi.org/10.3233/hsm-2003-22302

Kositanurit, B., Ngwenyama, O., & Osei-Bryson, K. M. (2006). An exploration of factors that impact individual performance in an ERP environment: An analysis using multiple analytical techniques. *European Journal of Information Systems, 15*(6), 556–568. https://doi.org/10.1057/palgrave.ejis.3000654

Netemeyer, R. G., Bearden, W. O., & Sharma, S. (2003). *Scaling procedures: Issues and applications.* Sage Publications.

Nour, M. A. (2023). The impact of ERP systems on firm performance: Evidence from emerging economies. *International Journal of Productivity and Performance Management, 72*(6), 1541–1560. https://doi.org/10.1108/IJPPM-06-2022-0298

Park, J. H., Suh, H. J., & Yang, H. D. (2007). Perceived absorptive capacity of individual users in performance of Enterprise Resource Planning (ERP) usage: The case for Korean firms. *Information and Management, 44*(3), 300–312. https://doi.org/10.1016/j.im.2007.02.001

Poon, P. L., & Yu, Y. T. (2010). Investigating ERP systems procurement practice: Hong Kong and Australian experiences. *Information and Software Technology, 52*(10), 1011–1022. https://doi.org/10.1016/j.infsof.2010.04.003

Qutaishat, F. T., Al-Oqaily, S. Z., Khattab, S. A., Abu Zaid, M. K. S., & Anaya, L. A. (2023). The determinants of ERP user satisfaction and its effect on organisational performance. *International Journal of Business Information Systems, 43*(3), 309–326. https://doi.org/10.1504/IJBIS.2023.132235

Seddon, P. B. (1997). A Respecification and Extension of the DeLone and McLean Model of IS Success. *Information Systems Research, 8*(3), 240–253. https://doi.org/10.1287/isre.8.3.240

Sedera, D., & Gable, G. G. (2010). Knowledge management competence for enterprise system success. *The Journal of Strategic Information Systems, 19*(4), 296–306. https://doi.org/10.1016/j.jsis.2010.10.001

Shakir, M., Al Farsi, M. J., Al-Shamsi, I. R., Shannaq, B., & Ghilan Al-Madhagy, T.H. (2024). The Influence of Mobile Information Systems Implementation on Enhancing Human Resource Performance Skills: An Applied Study in a Small Organization. *International Journal of Interactive Mobile Technologies* (IJIM), *18*(13), 37–68. https://doi.org/10.3991/ijim.v18i13.47027

Somers, T. M., Nelson, K., & Karimi, J. (2003). Confirmatory Factor Analysis of the End-User Computing Satisfaction Instrument: Replication within an ERP Domain. *Decision Sciences, 34*(3), 595–621. https://doi.org/10.1111/j.1540-5414.2003.02428.x

Stone, R. W., Good, D. J., & Baker-Eveleth, L. (2007). The impact of information technology on individual and firm marketing performance. *Behaviour and Information Technology, 26*(6), 465–482. https://doi.org/10.1080/01449290600571610

Sudarmo, S., Vandika, A. Y., & Fahrijal, R. (2024). The Effect of Enterprise Resource Planning (ERP) System Implementation, User Training, and Management Support on User Satisfaction in Manufacturing Companies. *West Science Information System and Technology, 2*(02), 233–243. https://doi.org/10.58812/wsist.v2i02.1209

Sun, Y., Bhattacherjee, A., & Ma, Q. (2009). Extending technology usage to work settings: The role of perceived work compatibility in ERP implementation. *Information and Management, 46*(6), 351–356. https://doi.org/10.1016/j.im.2009.06.003

Tarigan, Z. J. H., Siagian, H., & Sebayang, P. (2020). The impact of implementing enterprise resources planning (ERP) project on firm performance and organizational citizenship behavior as a moderating. *Journal of Project Management*, 227–236. https://doi.org/10.5267/j.jpm.2020.8.001

Umble, E. J., Haft, R. R., & Umble, M. M. (2003). Enterprise resource planning: Implementation

procedures and critical success factors. *European Journal of Operational Research, 146*(2), 241–257. https://doi.org/10.1016/s0377-2217(02)00547-7

Vandana, M., Naveena, M., Nagaraju, E., T Lavanya, K., Bambuwala, & Rajalakshmi. (2024). Application of AI in SCM or Supply Chain 4.0. *In Learning and Analytics in Intelligent Systems, 4,* 51–66. Springer Nature. https://doi.org/10.1007/978-3-030-85383-9_4

Vodanovich, S., Sundaram, D., & Myers, M. (2010). Research Commentary—Digital Natives and Ubiquitous Information Systems. *Information Systems Research, 21*(4), 711–723. https://doi.org/10.1287/isre.1100.0324

Wang, E. T. G., Shih, S. P., Jiang, J. J., & Klein, G. (2008). The consistency among facilitating factors and ERP implementation success: A holistic view of fit. *Journal of Systems and Software, 81*(9), 1609–1621. https://doi.org/10.1016/j.jss.2007.11.722

Yassien, E., Masa'deh, R., Mufleh, M., Alrowwad, A., & Masa'deh, R. (2017). The Impact of ERP System's Usability on Enterprise Resource Planning Project Implementation Success via the Mediating Role of User Satisfaction. *Journal of Management Research, 9*(3), 49. https://doi.org/10.5296/jmr.v9i3.11186

Zhang, Z., Lee, M. K. O., Huang, P., Zhang, L., & Huang, X. (2005). A framework of ERP systems implementation success in China: An empirical study. *International Journal of Production Economics, 98*(1), 56–80. https://doi.org/10.1016/j.ijpe.2004.09.004

How to cite this Article:

Polavarapu Venkata Krishna Kishore, Sudha Vemaraju, Nagaraju Ellaturu and T. Lavanya Kumari (2025). Implementation of Enterprise Resource Planning (ERP) System in Manufacturing Companies: Effect on User Satisfaction and Organizational Performance. *International Journal of Experimental Research and Review*, *48*, 42-50.

DOI : https://doi.org/10.52756/ijerr.2025.v48.005

This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.